

VISIT...

LANZAROTE  
*Caliente*.COM

# management

Luis Gomez-Mejia



David B. Balkin



Robert L. Cardy



people  
performance  
change

second  
edition

Chapter

11

# Managing Employee Diversity

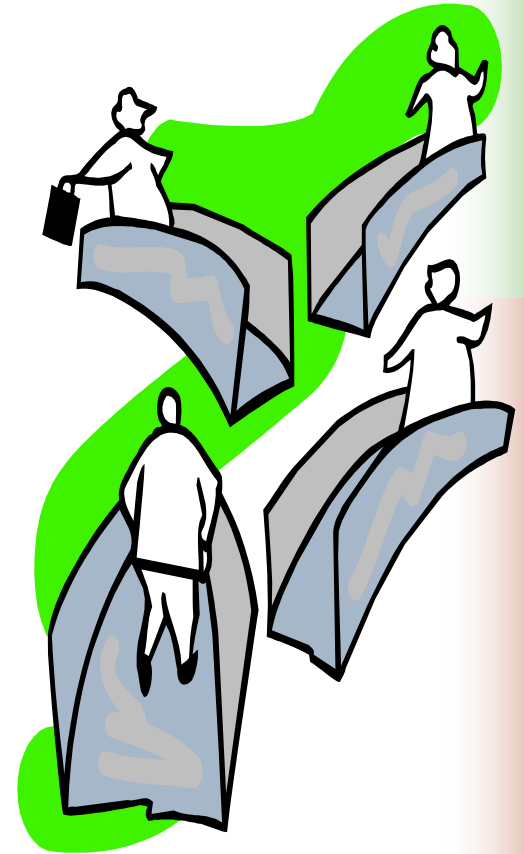
# Learning Objectives

*After reading this chapter, you should be able to:*

- **Monitor labor force trends and their implications.**
- **Recognize the advantage and challenge of diversity in the workforce.**
- **Resolve the unique problems and issues confronted by different employee.**
- **Capitalize on employee diversity as a source of competitive advantage.**
- **Develop and implement human resource management programs that best use the talents of a diverse employee population.**

# Effective management of diversity is good as well as necessary for business because:

- **Changes in technology and competition make diverse thinking a necessity.**
- **Minorities make up a majority of the labor market in many parts of the country.**
- **To be competitive, firms need to retain and motivate minority employees.**
- **Global expansion and increased global customers means firms need the help of executives who can function in different cultures.**



# Diversity

- It describes a wide spectrum differences between people.
- Groups of individuals share characteristics that distinguish them from other groups.
- The differences between groups are smaller than the differences within groups.
- Classifying people into group types often leads to false stereotypes because it incorrectly assumes that group averages apply to all individuals in the group.



# Skills for Managing Employee Diversity



# Advantages of Employee Diversity

P d unhw # f f h v v

L q w h u q d w l r q d c #  
F r p s h w l r q

W h d p #  
S h u i r u p d q f h



P x o w l s o f l w | # r i #  
S r l q w # r i # l n z



# The Challenges of Diversity

Suhv vxuhv#  
Wrz dug#  
Krp rjhql}dwlrq

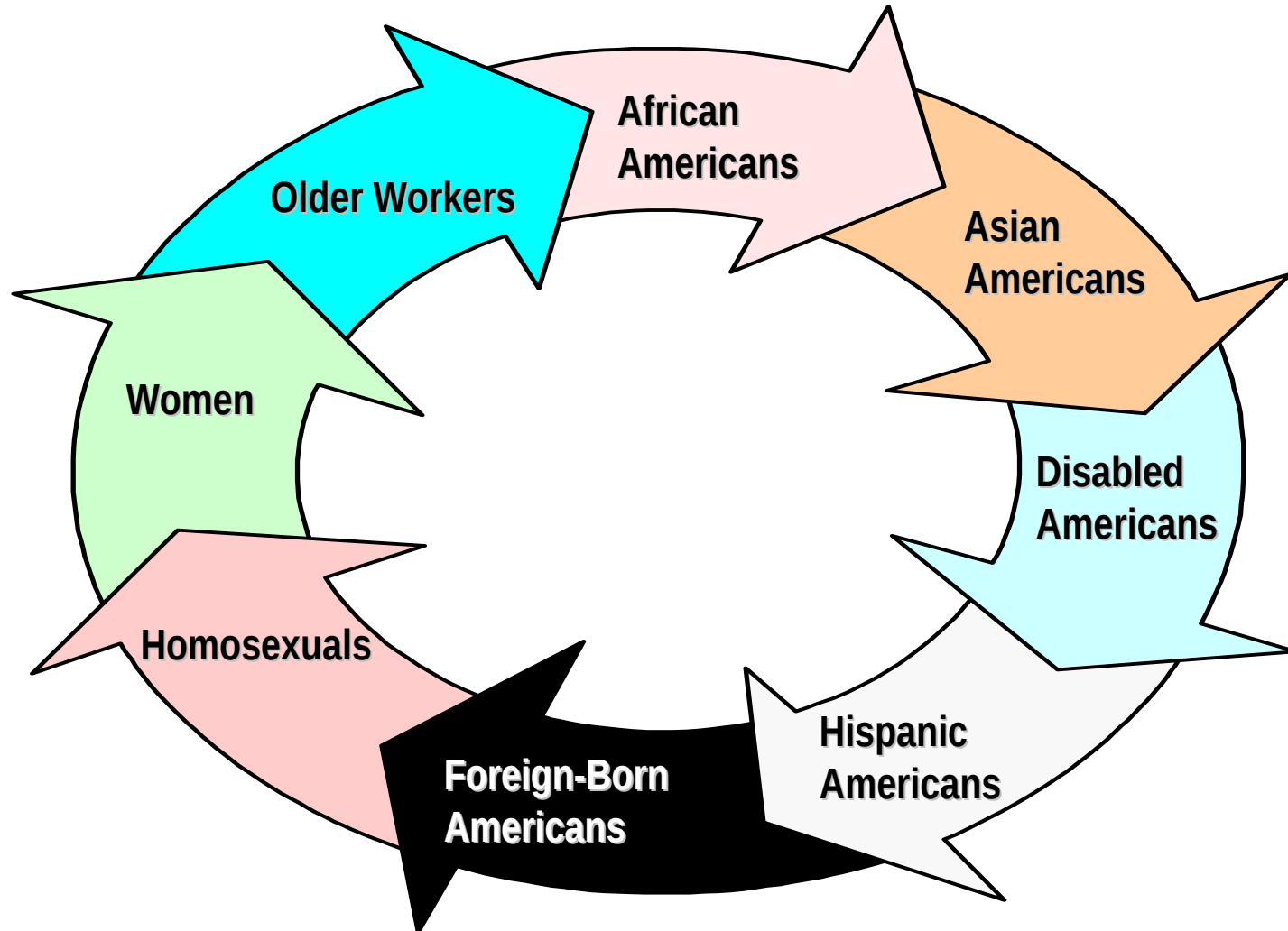
Orz hu#  
Frkhvlyhqhv

Frqixvlqj#  
Glyhuvw|z lk#  
Diilp dwlyh#dfwlrq



Lqwhushuvrqdc#  
Frqidfw#lqg#  
Whqvlrq

# The U.S. workforce is a mosaic of diverse cultures and groups



# Diversity Today

- **African Americans**

- 11.3 percent of U.S. population
- 11.8 percent of workforce



- **Asian Americans**

- 3.6 percent of population
- Wide variety of races ethnic groups and nationalities including Japanese, Chinese, Korean, Indian and Pakistani.

- **Disabled Americans**

- 43 million Americans suffer from some form of disability
- 15 million are employed
- Accommodating disabled employees is less expensive than people think

# Diversity Today (Continued)



- **Foreign-born Americans**

- About 10 percent of U.S. population
- About 820,000 immigrants enter the U.S. legally every year
- At least 7 million undocumented immigrants

- **Hispanic Americans**

- About 28 million people (10 percent of U.S. population)
- Actual number is around 40 million people
- People with roots in Mexico, Puerto Rico, and Cuba

- **Homosexuals**

- Estimated to be between 1 to 10 percent of the population
- No federal laws to protect homosexuals

# Diversity Today (Continued)

- **Older Workers**

- The average age of the U.S. workforce is expected to reach 40 by 2006.
- Negative stereotypes: inflexible, resisting to learning new skills, and coasting until retirement

- **Religious Diversity**

- Primarily Christian faith
- A growing non-Christian minority

- **Women**

- Half of the labor force is female
- Glass ceiling and sexual harassment issues at work



# Building on Diversity

- **Top management commitment**
- **Linking diversity initiatives to business strategies and objectives** (Slide 14 & 15)
- **Management responsibility and accountability**
- **Diversity audits**
- **Developmental activities** (Slide 16)
- **Encouraging diversity networks**
- **Accommodating family needs** (Slide 17 & 18)

# Corporate Diversity Initiatives

| Business Strategy                     | Human Resource Strategy                                   | Diversity Link                                                                                             |
|---------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Grow the business                     | Find more talent                                          | Attracting and retaining the best possible employees                                                       |
| Reduce costs and improve productivity | Increase employee productivity and develop broader skills | Maximizing the potential of all employees                                                                  |
| Globalize                             | Encourage all cultures to work effectively together       | Increasing sensitivity to and understanding of multicultural employees, customers, vendors, and government |

# Corporate Diversity Initiatives (continued)

| Business Strategy                     | Human Resource Strategy                              | Diversity Link                                                                                         |
|---------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Innovate                              | Generate new ideas                                   | Accepting and building on diverse perspectives                                                         |
| Focus on the customer                 | Develop employee teams close to the customer         | Multifunctional teams operating effectively and creating an inclusive environment for all participants |
| Reduce management levels and controls | Create independent, skilled, and motivated employees | Creating self-directed work teams that leverage differences and operate with a minimum of barriers     |



# Developmental Activities

G lyhuvlw| #  
Wudlqlqj

Vhqlr#  
P hqwrulqj

G lyhuvlw| #  
Ohduqlqj #Odev

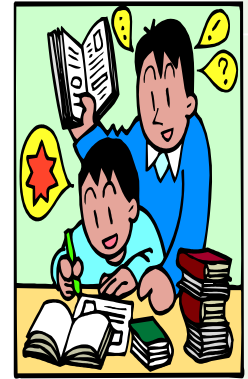
Dssuhqwlfhvklsv





# Accommodating Family Needs

- Day-care assistance
- Flexible work schedules and arrangements
- Compressed work weeks
- Job sharing
- Telecommuting
- Care assistance for elderly dependents





# Accommodating Family Needs

(Continued)

- Paid time off to care for family members who are ill
- Paid parental leave
- Keeping relocations to a minimum
- Giving a high priority to finding a position for spouse within the firm
- Job search assistance to relocated spouses



# **Applications of Management Perspectives—*For the Manager***

- **Effective management of diversity can provide the organization with a powerful competitive edge.**
- **Effective management of diversity can:**
  - Foster creativity
  - Improve problem solving
  - Provide greater flexibility
  - Make a firm more attractive to a broad labor market

# **Applications of Management Perspectives—*For Managing Teams***

- **Employee diversity may lead to interpersonal problems within and between teams.**
- **Employee groups must learn to work effectively with one another in a climate of mutual respect.**

# **Applications of Management Perspectives—*For Individuals***

- **Employees who can relate effectively with members of other groups are more likely to be noticed by management and placed in positions of responsibility.**
- **Even those who are not interested in managerial roles will benefit from relating well to people of diverse backgrounds; support from peers will make their work easier to accomplish.**